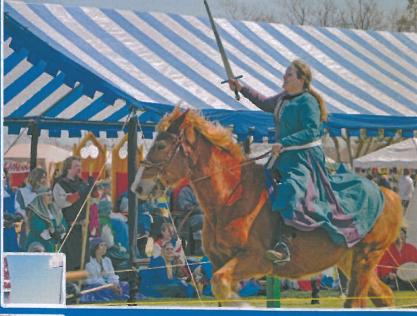
Community Report Card



NORMAN, OKLAHOMA

2011

Vorman Train Station





AN INITIATIVE OF LINK NORMAN

Cover photos by Stacey Baker and Judson LeRoi

Community Report Card

An Initiative of LINK Norman

Norman, Oklahoma • 2011

Welcome to Norman, Oklahoma's Community Report Card – founded on the belief that "Change will occur either by chance or by design."

We value our community and take responsibility for making it all it can be. Through the vision of those early settlers who were looking for a little piece of ground on which to build their dreams, Norman has become a community of pride.

From September 1996 through May 1997, more than 100 people from all walks of life in Norman worked to create a vision for our community, identifying eight initiatives to launch the Norman community toward that vision.

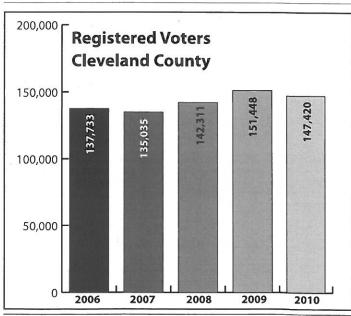
As one of the original LINK Norman initiatives, this Community Report Card uses certain gauges, or indicators, to evaluate the quality of life in Norman, Oklahoma. By providing citizens with information about the needs in our community, we can define specific areas that crave our attention while celebrating those areas where we have achieved excellence. This Report Card provides a framework for future success. As Lee Iacocca stated, "We are continually faced by great opportunities brilliantly disguised as insoluble problems."

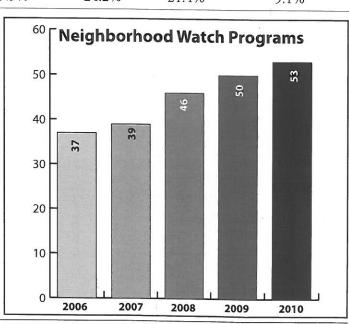
With the same pioneer "can do" spirit of those early settlers, today's residents are proactive in solving problems, building on strengths and designing our future. With a vibrant economy, strong volunteer spirit and compassion for those less fortunate, Norman looks to the future with hope and a promise to our children and grand-children to preserve the quality of life we value.

| Civic Partici | Carol Coles | | | | |
|---|------------------|-----------------------------|------------------|------------------|------------------|
| Indicators Registered voters-Cleveland Co. | 2 0 0 6 | 2 0 0 7 135,035 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
| Sales tax collections: percent | 3.87% | 5.46% | 142,311 5.40% | 151,448 6.68% | 147,420 |
| change (fiscal year) | 3.07 70 | 7.1070 | 7.4070 | 0.08% | 3.28% |
| City Council male/female ratio | 6/3 | 6/3 | 6/3 | 6/3 | 6/3 |
| Neighborhood Watch | 37 | 39 | 46 | 50 | 53 |
| programs: National Night | | | | | |
| Out participants | | | | | |
| Norman News membership | 936 | 887 | 879 | 881 | 910 |
| (City's listserve) | | | topicald (III) | - Agranda | , 10 |

www.normanok.gov

| Census Info | rmat | ion | | | | |
|----------------------|---------|----------|----------|-----------------|-----------|-----------------|
| Estimated Population | 109,323 | 110,3 | 349 | 111,543 | 112,551 | 110,925 |
| RACIAL COMPOSITION | White | Blac | ck A | american Indian | Asian | Hispanic |
| 1980 | 90.6% | 2.39 | % | 3.2% | 1.7% | NA |
| 1990 | 87.5% | 3.69 | % | 4.8% | 3.2% | NA |
| 2000 | 83.0% | 5.09 | % | 5.0% | 4.0% | 4.0% |
| 2010 | 79.7% | 4.39 | % | 4.7% | 3.8% | 6.4% |
| AGE CATEGORIES | Under 5 | Age 5-19 | Age 20-2 | 4 Age 25-44 | Age 45-64 | Age 65 and over |
| 1980 | 6.5% | 24.2% | 18.4% | 29.9% | 13.8% | 7.2% |
| 1990 | 6.5% | 21.8% | 15.1% | 33.4% | 15.0% | 8.2% |
| 2000 | 6.0% | 22.1% | 16.0% | 30.0% | 20.0% | 9.0% |
| 2009 | 5.5% | 19.9% | 19.9% | 24.2% | 21.4% | 9.1% |



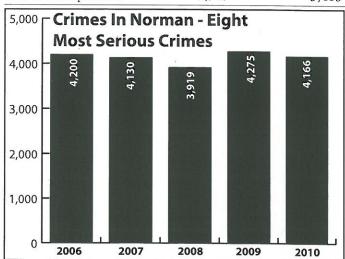


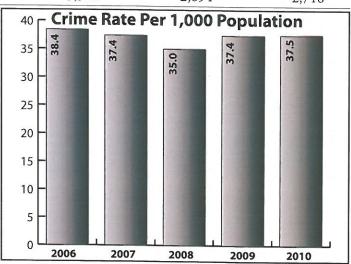
2011 Community Report Card • Norman, Oklahoma • Page 1 • Civic Participation

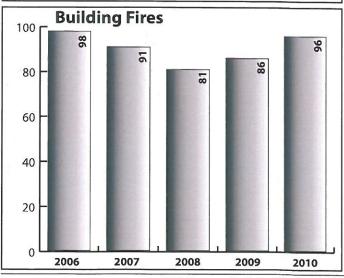
Community Safety

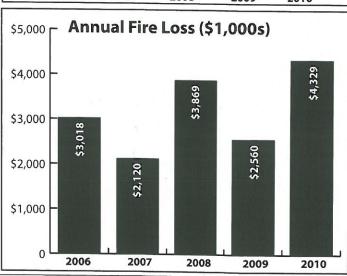
Sgt. Jennifer Newell

| | | NO THE RESERVE AND ADDRESS OF THE PARTY OF T | | | THE REAL PROPERTY. |
|---------------------------------|------------------|--|------------------|------------------|--------------------|
| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 |
| Crimes in Norman (eight most | 4,200 | 4,130 | 3,919 | 4,275 | 4,166 |
| serious crimes) | | | 5. 6 3 | -,-,, | 1,100 |
| Offenses reported | 15,864 | 15,922 | 15,813 | 15,582 | 16,462 |
| Crime rate per 1,000 population | 38.4 | 37.4 | 35.0 | 37.4 | 37.5 |
| Juvenile reported offenses | 1,187 | 1,180 | 1,365 | 880 | 913 |
| (alcohol and crime) | 14 | | | | |
| Police officers per 1,000 | 1.19 | 1.22 | 1.32 | 1.39 | 1.49 |
| population | | | | | |
| Police officers | 135 | 135 | 147 | 157 | 165 |
| Firefighters per 1,000 | 1.14 | 1.18 | 1.15 | 1.14 | 1.21 |
| population | | | | | |
| Firefighters | 125 | 129 | 133 | 129 | 135 |
| Calls for fire service | 9,326 | 10,470 | 10,750 | 10,358 | 10,762 |
| Annual fire loss (\$1,000s) | \$3,018 | \$2,120 | \$3,869 | \$2,560 | \$4,329 |
| Building fires | 98 | 91 | 81 | 86 | 96 |
| Fire code inspections | 3,747 | 3,483 | 3,516 | 2,894 | 2,718 |









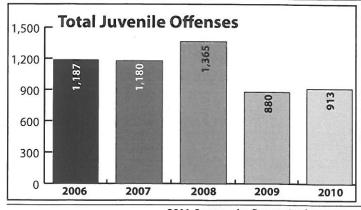
2011 Community Report Card • Norman, Oklahoma • Page 2 • Community Safety

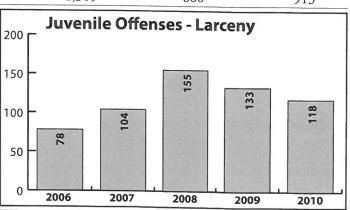
Community Safety

| _{Indicators} | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 | 2 0 1 |
|----------------------------------|------------------|------------------|------------------|-------------|-----------|
| Calls for service - police only | 55,946 | 58,161 | | 9 | 0 |
| Calls for service-total activity | 85,694 | 90,598 | 68,019 | 57,747 | 59,084 |
| Response Time PD Avg. | 4.42 | 4.45 | 95,202 | 99,662 | 105,789 |
| (emergency) | 1.12 | 4.4) | 4.77 | 5.23 | 5.10 |
| Traffic citations | 21,842 | 21,313 | 18,461 | 16,949 | 19,415 |
| Traffic warnings | 8,707 | 11,252 | 12,829 | 14,996 | 18,809 |
| Traffic collisions (Fatal) | 11 | 7 | 9 | 8 | 18,809 |
| Traffic collisions (Injury) | 838 | 841 | 836 | 732 | 693 |
| Traffic collisions (Non-injury) | 2,113 | 2,047 | 2,275 | 2,249 | 2,275 |
| Criminal homicide | 3 | 4 | 2 | 0 | 2,2/) |
| Rape | 54 | 47 | 58 | 54 | 61 |
| Robbery | 55 | 56 | 65 | 57 | 41 |
| Felonious assault | 108 | 88 | 70 | 79 | 73 |
| Burglary | 888 | 852 | 788 | 795 | 875 |
| Larceny | 2,710 | 2,721 | 2,644 | 3,077 | 2,934 |
| Motor vehicle theft | 376 | 359 | 283 | 207 | 174 |
| Arson | 4 | 3 | 9 | 6 | 6 |
| Assault and battery | 695 | 686 | 680 | 686 | 746 |
| Forgery and counterfeiting | 206 | 176 | 191 | 265 | 203 |
| Fraud | 386 | 381 | 501 | 575 | 467 |
| Embezzlement | 88 | 110 | 81 | 63 | |
| Stolen property | 102 | 105 | 120 | 169 | 43 |
| Vandalism | 1,160 | 1,145 | 1,063 | 1,025 | 140 |
| Weapons violation | 96 | 105 | 81 | 59 | 959 |
| Sex offenses | 58 | 54 | 65 | 72 | 89 65 |
| Drug abuse violation | 960 | 990 | 984 | 897 | |
| Offenses against family/children | 9 | 13 | 9 | 9 | 1,065 |
| Driving under the influence | 700 | 758 | 705 | 597 | 665 |
| Liquor law violations | 425 | 365 | 330 | 297 | 206 |
| Drunkenness | 1,058 | 863 | 766 | | |
| Disorderly conduct | 89 | 55 | 36 | 572 29 | 768 37 |
| Other misdemeanors/felonies | 2,128 | 1,860 | 2,077 | 1,941 | |
| Curfew/loitering/vagrancy | 162 | 135 | 164 | 121 | 2,515 |
| Extortion/blackmail | 1 | 4 | 10 | 2 | 96 2 |
| Kidnapping/abduction | 15 | 15 | 5 | 9 | |
| Peeping Tom | 21 | 7 | 3 | 6 | 10 6 |
| Public peace | 1,281 | 1,557 | 1,765 | 1,769 | |
| Runaway | 279 | 332 | 297 | 199 | 2,112 |
| Threats | 244 | 207 | 174 | 188 | 221 |
| Trespassing | 92 | 118 | 118 | 79 | 152 |
| Warrants-local | 805 | 966 | 1,027 | 1,015 | 98 |
| Warrants-for other agency | 542 | 580 | 538 | 597 | 871 |
| Warrants-other | 64 | 115 | 104 | | 685 |
| Total part 1 crimes | 4,198 | 4,130 | 3,919 | 66 | 63 |
| Total crimes | 15,864 | 15,832 | 15,813 | 4,275 | 4,166 |
| | 1,001 | 17,074 | 17,017 | 15,582 | 16,462 |

Community Safety - Juvenile Offenses

| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
|---------------------------------|------------------|------------------|------------------|---|------------------|
| Criminal homicide | 1 | 0 | 0 | 0 | 0 |
| Rape | 0 | 4 | 2 | 1 | 3 |
| Robbery | 4 | 5 | 1 | 4 | 0 |
| Felonious assault | 3 | 3 | 3 | 3 | 4 |
| Burglary | 11 | 22 | 23 | 10 | 18 |
| Larceny | 78 | 104 | 155 | 133 | 118 |
| Motor vehicle theft | 10 | 8 | 6 | 4 | 3 |
| Arson | 0 | 0 | 0 | 0 | 0 |
| Assault and battery | 27 | 25 | 22 | 26 | 30 |
| Assault and battery upon a | 0 | 0 | 0 | 0 | 0 |
| police officer | | | | | O |
| Resisting or obstructing an | 0 | 0 | 0 | 0 | 0 |
| officer | | | | 1.5 | O |
| Forgery and counterfeiting | 0 | 3 | 1 | 1 | 2 |
| Fraud | 3 | 4 | 4 | 0 | 0 |
| Stolen property | 9 | 13 | 15 | 8 | 18 |
| Vandalism | 26 | 31 | 25 | 12 | 27 |
| Weapons violation | 18 | 17 | 5 | 10 | 3 |
| Sex offenses | 0 | 2 | 0 | 0 | 14 |
| Drug abuse violation | 108 | 106 | 131 | 86 | 112 |
| Offense against family and | 2 | 1 | 0 | 0 | 0 |
| children | | | | | |
| Driving under the influence | 13 | 10 | 5 | 7 | 4 |
| Liquor law violations | 50 | 37 | 36 | 26 | 13 |
| Drunkenness | 54 | 33 | 53 | 16 | 15 |
| Disorderly conduct | 2 | 4 | 6 | 3 | 4 |
| Other misdemeanor/felony | 427 | 475 | 573 | 305 | 322 |
| charges | | | | | 3 |
| Curfew and loitering violations | 276 | 183 | 234 | 181 | 149 |
| Runaway | 65 | 90 | 65 | 44 | 54 |
| Total juvenile offenses | 1,187 | 1,180 | 1,365 | 880 | 913 |
| | | | | AT 10 (10 (10 (10 (10 (10 (10 (10 (10 (10 | , |





2011 Community Report Card • Norman, Oklahoma • Page 4 • Community Safety

Culture and the Arts

Anne Masters

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|-----|-------------|------------|
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| 404 | $u \circ v$ | |

| | | 2005, to June 30 |
|--|--|---------------------|
|--|--|---------------------|

| 2 | July 1, 2007, to |
|---|---------------------|
| 0 | June 30, |
| 0 | 2008 |
| 8 | |

| 2 | July 1, |
|---|----------|
| 0 | 2008, to |
| 0 | June 30, |
| 9 | 2009 |

| 2 0 | July 1, 2009, to June 30 |
|-----|--------------------------------|
| 1 | 2010 |

| | 6 | 7 | 8 | 9 | 0 |
|--|--|----------------------|--|------------------|------------------|
| NORMAN PUBLIC LIBRARY | | | | | |
| Total materials circulated | 716,031 | 767,202 | 793,433 | 995,440 | 1,097,030 |
| Average weekly attendance | 11,496 | 8,992 | 8,980 | 9,187 | 10,519 |
| Registered card holders | 78,402 | 77,631 | 74,706 | 68,559 | 67,729 |
| Circulation per resident | 7.09 items | 7.60 items | 7.86 items | 9.47 items | 10.87 items |
| Adult programs | 276 | 198 | 195 | 201 | 208 |
| Attendance | 4,491 | 2,932 | 3,014 | 2,941 | 3,256 |
| Teen programs | 92 | 94 | 98 | 93 | 101 |
| Attendance | 5,412 | 6,446 | 5,379 | 2,383 | 2,817 |
| Children's programs | 823 | 593 | 621 | 706 | 750 |
| Attendance | 46,031 | 36,096 | 35,437 | 39,720 | 42,841 |
| Intergenerational festivals and events | 4 | 8 | 5 | 5 | 4 |
| Attendance | 3,820 | 4,990 | 5,120 | 4,363 | 4,258 |
| Computer classes | 216 | 278 | 314 | 345 | 355 |
| Attendance | 1,707 | 2,454 | 2,841 | 2,988 | 3,241 |
| Literacy programs at NPL | 26 | 29 | 13 | 14 | 12 |
| Attendance | 337 | 141 | 106 | 159 | 114 |
| Total library programs | 1,437 | 1,200 | 1,246 | 1,364 | 1,424 |
| Total attendance | 61,798 | 53,059 | 51,897 | 52,554 | 55,415 |
| Total meeting room uses | 875 | 739 | 473 | 557 | 2,581 |
| Total meeting room attendance | N/A | N/A | N/A | N/A | 52,699 |
| SPECIAL PROGRAMS AT TI | HE NORMAN | | | DING PROGRAM | 1 |
| Children signed up | 2,547 | 2,630 | 2,679 | 2,849 | 2,817 |
| Children's programs | 94 | 94 | 131 | 179 | 178 |
| Total attendance | 8,652 | 9,149 | 9,221 | 12,328 | 10,190 |
| Teens signed up | 268 | 309 | 331 | 308 | 312 |
| Teen programs | 18 | 24 | 22 | 35 | 30 |
| Total attendance | 626 | 1,184 | 620 | 869 | 762 |
| CLEVELAND COUNTY LIT | ERACY PROC | GRAM | | | |
| Number of students | 121 | 121 | 64 | 125 | 99 |
| Number of hours taught | 2,239 | 2,389 | 2,450 | 2,490 | 2,975.5 |
| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
| FINE ARTS PROGRAMS | A STATE OF THE STA | SELECTION OF SERVICE | THE RESIDENCE OF THE PARTY OF T | | Ū |
| Fine arts programs taught at Norman high schools | 72 | 76 | 76 | 74 | 75 |
| Fine arts programs taught at Norman middle schools | 74 | 74 | 74 | 74 | 74 |
| ine arts subjects taught in Norman middle schools | 15 | 7 | 7 | 7 | 10 |
| tudents in Elementary String Program | 278 | 278 | 256 | 270 | 267 |
| Students in Sixth Grade Band Program | 182 | 183 | 215 | 216 | 223 |

Culture and the Arts

| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
|---|------------------|------------------|------------------|------------------|------------------|
| Total performance sites | 16 | 16 | 16 | .16 | 16 |
| Capacity of performance sites | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Local church auditoriums available for concerts | 6 | 6 | 6 | 6 | 6 |
| Non-profit galleries | 10 | 10 | 10 | 10 | 10 |
| For-profit galleries | 9 | 9 | 9 | 9 | 9 |
| Free art and performance programs in public parks | 8 | 8 | 8 | 8 | 8 |

| SEATING CAPACITY OF | F PERFORMANCE SITES |
|--|---|
| Andrews Park Amphitheatre 1,200 Catlett, Paul E. Sharp Concert Hall 1,018 Catlett, Morris Pittman Recital Hall 123 Catlett Choir Room 123 Lab Theatre-Old Science Hall 80 Nancy O'Brian Performing Arts Center 1,200 | Rupel Jones Theatre. 643 Sooner Theatre. 570 The Depot. 150 Weitzenhoffer Theatre 208 |

| NON-PROFIT GALLERIES AND MUSEUMS (10) and Attendance |
|---|
| Charles M. Russell Center for the Study of Art of the American Southwest .N/A |
| Firehouse Art Center |
| Fred Jones Jr. Museum of Art38,000 |
| Jacobson House Native Art Center |
| Moore-Lindsey House Historical Museum |
| Norman Arts Council |
| Sam Noble Oklahoma Museum of Natural History |
| University of Oklahoma School of Art Lightwell Gallery |
| The Performing Arts Studio |
| Dreamers Concepts, Studio & Foundation |

FOR-PROFIT GALLERIES

(Attendance records not available) Blue Apples Gallery Downtown Art & Frame Hall of Tatoos Mainsite Gallery Michaelangelo's Ring of Fire Studio Shevaun Williams & Assoc. The Crucible Foundry The Main Gallery Windmill Gallery

MAJOR FESTIVALS AND EVENTS and Attendance

January • Winterwind Concert Series-Performing Arts Studio-12,000 (total for all performances).

February • Daddy-Daughter Dance-2,545 • Firehouse Art Center-Chocolate Festival-2,000 • Mardi Gras Parade, Downtown Norman-N/A • Winterwind Concert Series-Performing Arts Studio.

March • Medieval Fair, Reaves Park-325,000 • Winterwind Concert Series-Performing Arts Studio.

April • Kids for Kindness Earth Day Festival, Reaves Park-5,000 • Norman's Best Easter Egg Hunt-N/A • Winterwind Concert Series-Performing Arts Studio • 89er Day Festival and Parade-1,000 • Norman Music Festival-

May • May Fair, Andrews Park-40,000 • Outdoor Indian Art Market-5,000 • Spring Art Walk, Downtown Norman-

June • Jazz in June-Brookhaven Village/Andrews Park-50,000.

July • Midsummer Nights Fair, Lions Park-8,000 • Sooner Theater Camps-358 campers/4,860 audience members • Norman Day (Fourth of July)-15,000 • Summer Breeze Concert Series, Lions Park-25,000 (total for all performances).

August • Summer Breeze Concert Series, Lions Park • Folk Music Poetry Festival, The Performing Arts Studio-N/A.

September • Summer Breeze Concert Series, Lions Park

Norman GrooveFest-10,000.

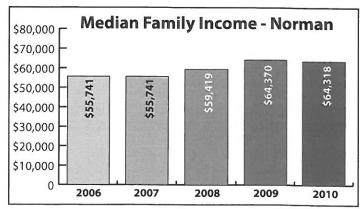
October • Winterwind Concert Series-Performing Arts Studio • Mummy-Son Masquerade Ball-240 • Accademia Filarmonica Concert Series, OU-3,000.

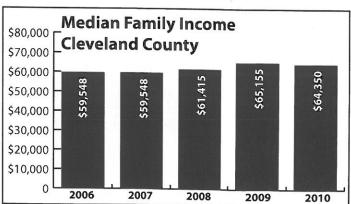
November • Winterwind Concert Series-Performing Arts Studio.

December • Norman Ballet Co. for The Nutcracker-600 Winterfest, Holiday Events throughout Norman-N/A Winter Artwalk, Downtown Norman-500 • Winterwind Concert Series-Performing Arts Studio.

| Economy ar | nd Emp | loymen | t | | Don Woods |
|----------------------------------|------------------|------------------|------------------|------------------|---|
| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
| Estimated population | 109,323 | 110,349 | 111,543 | 112,551 | 110,925 |
| % of labor force high school | 98.3% | 98.3% | 93.7% | 93.7% | 93.7% |
| graduate or higher | | | 70., 70 | 75.770 | 73.770 |
| % of labor force with a | 51.9% | 51.9% | 44.1% | 44.1% | 51.9% |
| bachelor's degree or higher | | | | /0 | 21.270 |
| Median family | \$55,741 | \$55,741 | \$59,419 | \$64,370 | \$64,318 |
| income for Norman | | 0.000 0.000 | | , , , , , | Ψο 1,510 |
| Median household | \$39,391 | \$39,391 | \$44,615 | \$44,801 | \$43,119 |
| income for Norman | | | | | 7 - 3 , 1 - 2 |
| Median family income for | \$59,548 | \$59,548 | \$61,415 | \$65,155 | \$64,350 |
| Cleveland County | | | | | ,,,,,,, |
| Median household income | \$47,580 | \$47,580 | \$49,125 | \$52,535 | \$51,068 |
| for Cleveland County | | | | | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |
| Total value of new single family | \$117,554,721 | \$73,581,021 | \$90,285,889 | \$57,374,157 | \$57,675,989 |
| residences (Exclusive of land) | | | | | SUSCIAL & BY THESE SUSCI |
| Total employment-Norman | 53,411 | 53,411 | 52,028 | 52,271 | 51,751 |
| Unemployment rate-Norman | 3.9% | 4.1% | 3.1% | 4.2% | 5.0% |
| Total employment for | 114,935 | 114,935 | 112,859 | 114,160 | 113,196 |
| Cleveland County | | | | | |
| Unemployment rate for | 3.4% | 3.7% | 3.5% | 5.3% | 5.6% |
| Cleveland County | | | | | |
| Total number of people | 12,131 | 12,131 | 12,131 | 12,131 | 12,131 |
| underemployed | | | | | |
| Total sales tax revenue | \$47,305,251 | \$42,158,747 | \$45,565,002 | \$52,149,443 | \$45,941,802* |
| Tourism/bed tax revenues | \$669,023 | \$766,801 | \$905,341 | \$991,435 | \$1,033,060 |
| (fiscal year) | | | | | |
| Residential (single family) | 669 | 419 | 564 | 339 | 328 |
| building permits | | | | | |
| Businesses constructed | 97 | 136 | 141 | 115 | 84 |
| Value of construction | \$54,043,496 | \$200,112,009 | \$56,008,468 | \$76,070,877 | \$43,942,938 |
| of new businesses | | | | | |

^{*} This number excludes the public safety sales tax (temporary seven-year sales tax).





2011 Community Report Card • Norman, Oklahoma • Page 7 • Economy and Employment

| Education (No | orman Publi | c Schools) | | | Joe Siano |
|--|------------------|------------------|------------------|------------------|---|
| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
| NORMAN SCHOOL ENROI | | | | | |
| Enrollment | 13,155 | 13,720 | 14,025 | 14,366 | 14,644 |
| FREE/REDUCED Lunch Program | | | | | |
| % of students free/reduced | 36.65% | 38.66% | 41.68% | 41.88% | (0.000) |
| lunch in Norman | 50.0570 | 30.00 /0 | 41.0070 | 41.88% | 40.03% |
| % of students free/reduced | 35.5% | 36.7% | 38.8% | 41.7% | 41.9% |
| lunch in similar districts ^a | | | 56.670 | 11./ /0 | 41.5% |
| % of students free/reduced | 55.5% | 56.0% | 56.0% | 56.3% | 58.9% |
| lunch state average | | | | | 22.270 |
| EXPENDITURES | | | | | THE RESERVE TO SERVE THE PARTY OF THE PARTY |
| Norman per pupil expenditures | \$6,091 | \$6,501 | \$6,726 | \$7,070 | \$7,093 |
| Pupil expenditures in | \$6,266 | \$6,719 | \$7,007 | \$6,949 | \$7,050 |
| similar districts ^a | ¢(000 | φ <u>π</u> ο 1 1 | | | |
| State average pupil expenditures TEACHERS WITH | \$6,882 | \$7,311 | \$7,605 | \$7,780 | \$7,796 |
| ADVANCED DEGREES | | | | | |
| % of teachers with advanced | 37.2% | 35.1% | 35.3% | 22.00/ | 22.60 |
| degrees in Norman | 57.270 | 33.1 /0 | 33.370 | 33.9% | 33.6% |
| % of teachers with advanced | 29.9% | 28.6% | 28.4% | 27.1% | 28.2% |
| degrees in similar districts ^a | | _3,3,7 | 20.170 | 2/.1/0 | 20.290 |
| State average teachers with | 27.0% | 26.7% | 26.5% | 25.7% | 25.9% |
| advanced degrees | | | | 25.7 70 | 25.570 |
| MINORITIES | | | | | |
| % of minority students | 24.72% | 28.77% | 29.83% | 26.72% | 27.00% |
| # of languages spoken in | 38 | 38 | 59 | 47 | 44 |
| Norman Public Schools | | | | | |
| REVENUE SOURCES | | | | | SECULIAR REPORT |
| % of district revenue from | 46.0% | 45.7% | 47.5% | 47.1% | 48.1% |
| local/county in Norman | /2.22/ | | | | |
| % of district revenue from | 43.2% | 44.2% | 44.3% | 48.2% | 47.0% |
| local/county in similar districts ^a State average % of district | 34.3% | 2 / 90/ | 2/ 00/ | 2 / 52 / | |
| revenue from local/county | J±.J70 | 34.8% | 34.9% | 34.5% | 36.1% |
| % of district revenue from the | 46.6% | 47.4% | 45.8% | 45 DD/ | 20.20: |
| state in Norman | 1010/0 | I/•I/U | 43.0% | 45.9% | 39.3% |
| % of district revenue from the | 47.4% | 47.5% | 47.3% | 44.2% | 40.00/ |
| state in similar districts ^a | | -7.270 | 1/.5/0 | 11.470 | 40.0% |
| State average % of district | 52.2% | 52.7% | 53.3% | 52.0% | 46.5% |
| revenue from state | | | 30.070 |)2.0 /V | 1 0.770 |
| | | | | | |

| Education (No | orman Publ | ic Schools) | | | |
|---|--|------------------|---------------------------|-------------------------|----------------------|
| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
| REVENUE SOURCES | | | | | |
| % of district revenue from federal sources in Norman | 7.5% | 6.9% | 6.7% | 7.0% | 12.6% |
| % of district revenue from fed- eral sources in similar districts ^a | 9.4% | 8.3% | 8.4% | 7.6% | 13.1% |
| State average % of district revenue from federal sources | 13.5% | 12.5% | 11.8% | 13.6% | 17.4% |
| ACT SCORES | NAME OF THE OWNER. | | | | |
| Average ACT scores in Norman | 23.0 | 23.0 | 23.5 | 23.3 | 23.3 |
| Average ACT scores in similar districts ^a | 22.1 | 22.3 | 22.5 | 23.2 | 22.3 |
| State average ACT scores | 20.6 | 20.9 | 20.0 | 20.5 | |
| National average ACT scores | 21.1 | 20.8 | 20.8 | 20.7 | 20.8 |
| DROPOUT RATES | 21.1 | 21.2 | 21.1 | 21.1 | 21.1 |
| High school dropout rate in | 16.3% | 11.1% | 10.7% | 8.1% | 7.1% |
| Norman | | /0 | 10.7 70 | 3.1 70 | 7.1% |
| High school dropout rate in | 12.9% | 12.1% | 11.2% | 11.1 | 9.9% |
| similar districts ² | | | | 2.22 | 7.770 |
| State average high school | 14.1% | 14.2% | 13.2% | 12.4 | 11.1% |
| dropout rate | | | | | |
| EIGHTH GRADE Curriculum tests | | 200 | 9 test scores based on ne | wly established increas | sed state benchmarks |
| % of eighth graders satisfac- | 90.0% | 94.0% | 92.0% | 80.0% | 83.0% |
| tory score on curriculum tests | | | | | |
| in Norman in math | | | | | £ |
| % of eighth graders satisfactory score on curriculum tests | 87.0% | 90.0% | 92.0% | 79.0% | 83.0% |
| for similar districts in math ² | | | | | |
| State average % of eighth | 80.0% | 83.0% | 85.0% | (5.00/ | (0.00/ |
| graders satisfactory score on | 00.070 | 83.070 | 63.0% | 65.0% | 69.0% |
| curriculum tests in math | | | | | |
| % of eighth graders satisfac- | 94.0% | 96.0% | 96.0% | 95.0% | 98.0% |
| tory score on curriculum tests | | | | 10.50 | 70.0 70 |
| for Norman in science | 70 C C C C C C C C C C C C C C C C C C C | | | | |
| % of eighth graders satisfac- | 91.0% | 93.0% | 95.0% | 94.0% | 95.0% |
| tory score on curriculum tests | | | | | |
| for similar districts in science ^a | | | | | |
| State average % of eighth | 86.0% | 88.0% | 92.0% | 90.0% | 91.0% |
| graders satisfactory score on curriculum tests in science | | | | | |
| curriculum tests in science | | | - | | |

| Education (No | orman Pub | lic Schools) | | | |
|--|------------------|------------------|------------------|-----------------------------|------------------|
| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 0 9 | 2 0 1 0 |
| EIGHTH GRADE CURRICULUM TESTS | | | | | |
| % of eighth graders satisfacto- ry score on curriculum tests for Norman in writing | 96.0% | 96.0% | 99.0% | 97.0% | 97.0% |
| % of eighth graders satisfactory score on curriculum tests for similar districts in writing ^a | 95.0% | 94.0% | 97.0% | 97.0% | 97.0% |
| State average % of eighth graders satisfactory score on curriculum tests in writing | 92.0% | 92.0% | 95.0% | 95.0% | 95.0% |
| % of eighth graders satisfactory score on curriculum tests for Norman in reading | 95.0% | 95.0% | 93.0% | 83.0% | 84.0% |
| % of eighth graders satisfactory score on curriculum tests for similar districts in reading ^a | 90.0% | 91.0% | 91.0% | 83.0% | 85.0% |
| State average % of eighth graders satisfactory score on curriculum tests in reading | 85.0% | 85.0% | 87.0% | 72.0% | 74.0% |
| NORMAN PUBLIC SCHOOL ENROLLMENT | | | | | |
| 16 Elementary Schools | 6,589 | 6,848 | 7,111 | 7,289 | 7,445 |
| 4 Middle Schools | 2,779 | 2,816 | 2,949 | 3,013 | 3,146 |
| 2 High Schools | 3,857 | 4,056 | 3,965 | 4,064 | 4,053 |
| Total Number of Students NORMAN PRIVATE SCHOOL ENROLLMENT | 13,155 | 13,720 | 14,025 | 14,366 | 14,644 |
| All Saints Catholic - Pre-K-8 | 413 | 425 | 460 | 440 | 450 |
| Blue Eagle Christian Academy - Pre-K-8 | 58 | 37 | 38 | 32 | 24 |
| Children's House Montessori School - PK-Kindergarten | 38 | 41 | 26 | 43 | 43 |
| Comm. Christian School-PK-12 | 703 | 695 | 700 | 681 | 665 |
| Norman Christian AcadPK-6 | 90 | 0 | 0 | 0 | 0 |
| Robinson St. Academy-K-12 | 40 | 40 | 35 | 20 | 10 |
| Trinity Lutheran School-PK-6 Total Private School Enrollment | 56 | 35 | 37 | 43 | 26 |
| NATIONAL MERIT SCHOLARSHIP PROGRAM | 1,398 | 1,273 | 1,296 | 1,259 | 1,218 |
| Semifinalists | 14 | 17 | | USE IN A THE REAL PROPERTY. | |
| Finalists | 13 | 17 16 | 9 | 12 | 13 |
| Commended Students | 7 | 16 7 | 8 | 9 | 12 |
| College Boards National Hispanic Recognition Program | 1 | 5 | 12 1 | 0 | <u>5</u> 3 |
| Outstanding National Achievement Scholarship Program - Honoring Academically Promising Black | 0 | 1 | 1 | 0 | 2 |
| American High School Students | | | | | |

Moore Norman Technology Center

Moore Norman Technology Center was established in 1976 as one of 29 technology centers in the Oklahoma *Career* Tech System. MNTC is accredited by the North Central Association of Colleges and Schools through its Commission on Accreditation and School Improvement (CASI).

MNTC's purpose is to help students and businesses succeed. It provides quality career and technology education to high school and adult

students within the Moore and Norman school districts and assists businesses in achieving their goals.

With both its Franklin Road and South Penn Campuses, MNTC remains focused on offering unmatched technical education, training and business services that create a positive economic impact in the Moore, Norman and south Oklahoma City communities.

Moore Norman Technology Center: elevating the economy, careers and lives.

Enrollment

- **1,170:** Full-time students enrolled (FY10);
- **3 60,123:** Enrollments in part-time classes, industry training, advisement and conferencing (FY10);
- **7,326:** College credit hours earned by MNTC students through cooperative agreements with OCCC, Rose State and OSU-OKC (FY10);
- **89 percent:** MNTC students who were employed or continued education after graduation (FY10);
- ★ 14:1: Average student-to-instructor ratio (FY10);
- \$26,873: Average first-year salary for MNTC graduates (FY10);
- **≈** 98.8 percent: Adult students who said classes were beneficial (FY10).

Economic Impact

- **≭ 528:** Business clients served (FY10);
- **★ \$100M+:** Total annual economic impact for state from MNTC grads (FY10);
- **≈ 100 percent:** Businesses that said MNTC met their training needs (FY10).

An Engine For Economic Growth

\$1.474 billion - Total university-related spending (operating expenditures).

\$262 million - Sponsored research expenditures (excluding the Schusterman Center campus in Tulsa).

These expenditures are estimated to support 3,600 jobs in direct employment and 7,250 total jobs, including direct, indirect and induced employment, and represent \$358 million in wage and salary income for the Cleveland and Oklahoma counties area.

\$584 million - Estimated number of wage and salary income generated in FY2010 in the regional economy from sponsored research expenditures.

For every \$1 in sponsored research expenditures, an estimated \$2.30 is generated in surrounding economies.

\$1,460,000 - Royalty/license income revenue generated by technology development and transfer.

\$391,000 - Patent reimbursement revenue.

\$954 million - Total wage and salary income (compensation and benefits for 18,543 faculty, staff and students).

\$1.757 billion - Estimated total annual economic impact on wage and salary income.

Wage and salary income generates spending by households, which directly and indirectly generates jobs and income, which induces more and higher level spending by households. The \$1.757 billion estimate was derived with a multiplier of 1.85 for the Norman campus and 1.84 for the Health Sciences Center and Schusterman Center campuses.

\$342 million - Off-campus expenditures by students and visitors, including attendees at museums and athletic events on the Norman campus.

Spending by these individuals also generates an estimated \$276 million in sales per year for non-real estate and utilities area businesses.

42,779 - Estimated total number of jobs generated annually in surrounding economies either directly from university expenditures and expenditures by students and visitors off-campus or indirectly from expenditures by university employees, supplier industries and other induced expenditures.

For every Norman campus job, there are an estimated 2.15 jobs generated in the surrounding economies. For every Health

Sciences Center/Schusterman Center campus job, there are an estimated 2.62 jobs generated in surrounding economies.

\$170 million - Construction expenditures for capital projects for all three campuses.

Construction on OU's three campuses generates 1,950 direct jobs and 2,908 total jobs, including indirect and induced employment. A total of \$102.1 million in wage and salary income is represented by these jobs.

\$1.272 billion - Construction expenditures for 12-year period ending FY2010 (includes the Health Sciences Center campus in Oklahoma City and Schusterman Center in Tulsa).

\$1.203 billion - Total estimated cost of capital projects currently under construction (\$307 million), in planning and design (\$329 million) and pending (\$567 million).

\$336.1 million - Approximate federal, state and local annual taxes associated with OU's economic activity.

Economic activity generated by the Norman campus is estimated to contribute \$48.8 million in local governmental tax collections in sales and property taxes. The Health Sciences Center and Schusterman Center campuses are estimated to contribute \$52.5 million to local government coffers.

\$1.79 million - Charitable dollars raised by OU employees as part of a university-wide annual giving campaign.

By The Numbers OU Intellectual Property - 2010

20 U.S. patents awarded

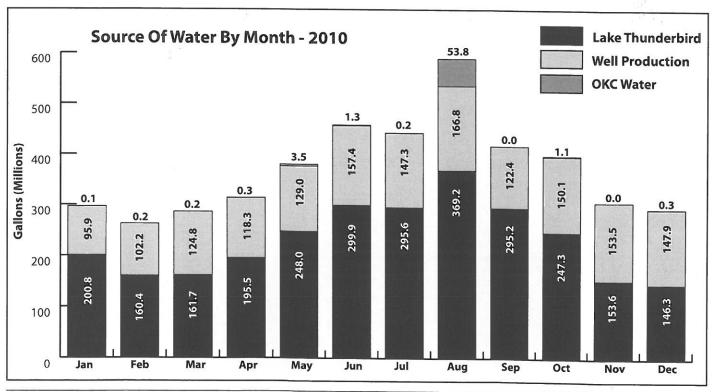
9..... Foreign patents awarded

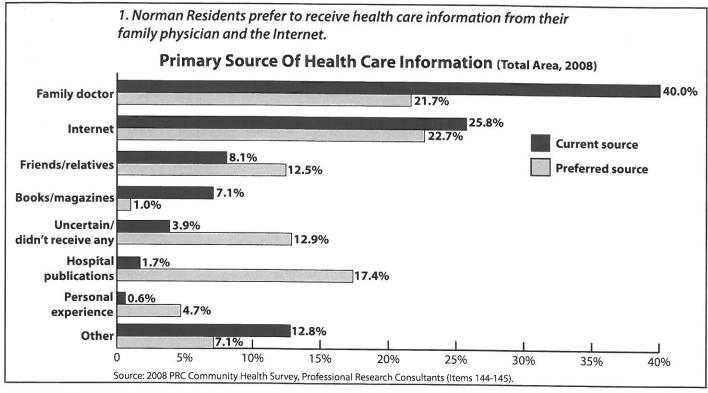
49 Disclosures processed or received

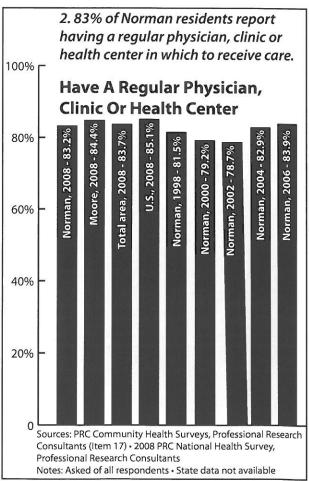
32..... Technologies marketed

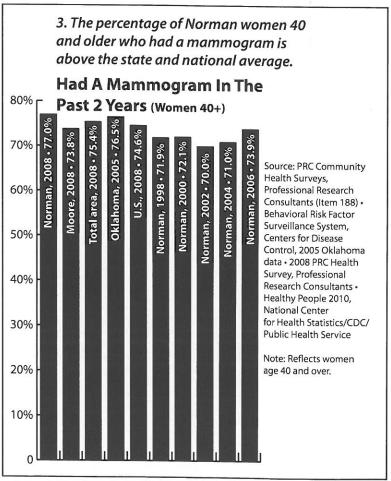
42 Domestic and international patent applications filed

| Environmen | nt | | | | Ken Komiske |
|--|------------------|------------------|------------------|------------------|------------------|
| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
| Utility meters in service | 33,229 | 34,102 | 34,532 | 35,299 | 36,208 |
| Gallons of water used per person per day | 155 | 132 | 130 | 122 | 125 |
| Gallons of water produced per year (billions of gallons) | 5.36 | 4.35 | 4.56 | 4.36 | 4.45 |
| Average daily flow of waste- water treated per day (millions of gallons) | 9.8 | 11.95 | 10.99 | 10.72 | 10.81 |
| Wastewater treated per year (billions of gallons) | 3.57 | 4.36 | 4.01 | 3.92 | 3.94 |
| Total solid waste (tons) | 92,253 | 91,924 | 97,818 | 91,789 | 90,473 |
| Per capita solid waste (pounds) | 1,688 | 1,666 | 1,754 | 1,631 | 1,631 |
| Yard waste collected and converted to compost (tons) | 7,797 | 9,349 | 10,548 | 8,732 | 10,051 |
| Percentage of waste diverted from landfills | 8.50% | 12.92% | 14.27% | 14.90% | 17.40% |
| Tons of recyclable products collected - drop-off centers | 2,258 | 2,528 | 3,409 | 4,953 | 5,650 |
| and curb-side recycling (not including compost) | | | | | |

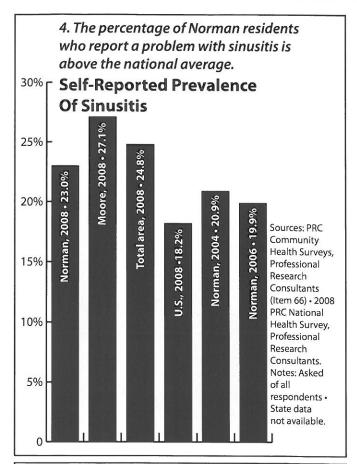


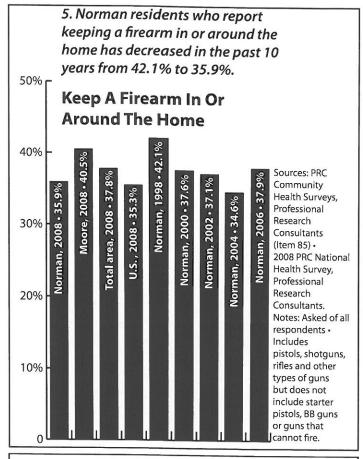


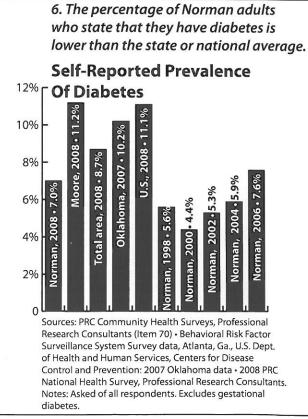


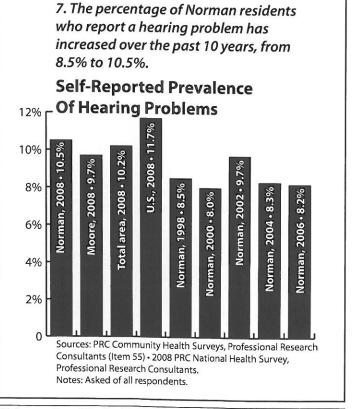


Healthy Community





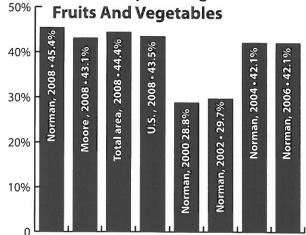




Healthy Community

8. Norman residents have steadily improved their consumption of fruits and vegetables.

Eat 5+ Daily Servings Of **Fruits And Vegetables**

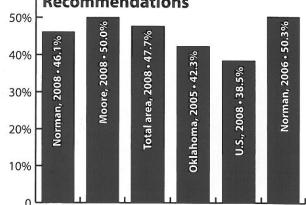


Sources: PRC Community Health Surveys, Professional Research Consultants (Item 170) • Behavioral Risk Factor Surveillance System Survey data, Atlanta, Ga., U.S. Department of Health and Human Services, Centers for Disease Control and Prevention: 2005 Oklahoma data • 2008 PRC National Health Survey, Professional Research Consultants, Inc.

Note: Asked of all respondents.

10. 46.1% of Norman residents report they exercise at least 3 times a week for 20 minutes at a time, which is higher than the state and national average.

60% Meets Physical Activity Recommendations

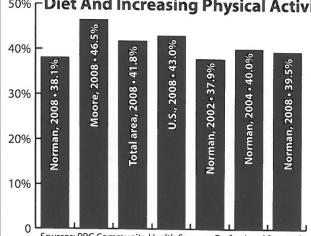


Sources: PRC Community Health Surveys, Professional Research Consultants (Item 202) • 2008 PRC National Health Survey, Professional Research Consultants.

Notes: Asked of all respondents • In this case the term "meets physical activity recommendations" refers to participation in moderate physical activity (exercise that produces only light sweating or a slight to moderate increase in breathing or heart rate) at least 5 times a week for 30 minutes at a time, and/or vigorous physical activity (activities that cause heavy sweating or large increases in breathing or heart rate) at least 3 times a week for 20 minutes at a time.

9.38.1% of Norman residents are trying to lose weight through exercise and dietary changes.

Trying To Lose Weight By Modifying 50% Diet And Increasing Physical Activity

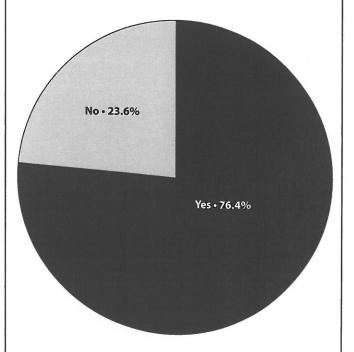


Sources: PRC Community Health Surveys, Professional Research Consultants (Item 167) • 2008 PRC National Health Survey, Professional Research Consultants.

Note: Reflects responses among overweight respondents.

11.76.4% of Norman residents who smoke would like to stop.

Would Like To Stop Smoking



Source: 2008 PRC Community Health Survey, Professional Research Consultants (Item 91).

Note: Asked of those respondents who currently smoke.

Mobility and Transportation

Doug Myers

Indicators

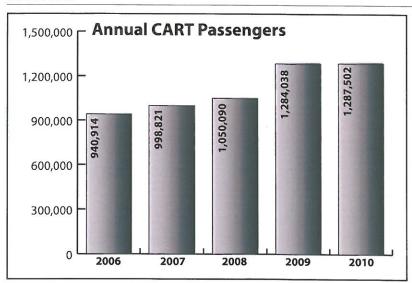
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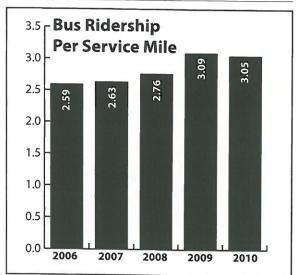
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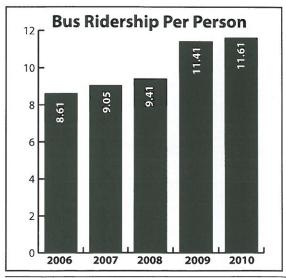
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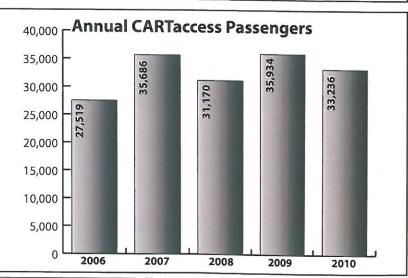
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| TRANSIT SERVICE | Street, Sept. | THE PARTY OF THE PARTY | | ATE AND ENGINEERS | |
|--------------------------------|---------------|------------------------|-----------|-------------------|-----------|
| Fixed route service miles | 363,293 | 379,520 | 380,001 | 415,030 | 422,572 |
| Fixed route service hours | 29,962 | 30,267 | 30,611 | 31,142 | 33,348 |
| Annual CART passengers | 940,914 | 998,821 | 1,050,090 | 1,284,038 | 1,287,502 |
| Bus ridership per person | 8.61 | 9.05 | 9.41 | 11.41 | 11.61 |
| Bus ridership per service mile | 2.59 | 2.63 | 2.76 | 3.09 | 3.05 |
| Bus ridership per service hour | 31.4 | 33.0 | 34.3 | 41.23 | 38.61 |
| CARTaccess service miles | 131,944 | 147,299 | 145,982 | 162,850 | 140,114 |
| CARTaccess service hours | 13,566 | 17,564 | 15,526 | 17,944 | 14,002 |
| CARTaccess passengers | 27,519 | 35,686 | 31,170 | 35,934 | 33,236 |
| Paratransit ridership per | 2.03 | 2.03 | 2.01 | 2.0 | 2.37 |
| service hour | | | | | |



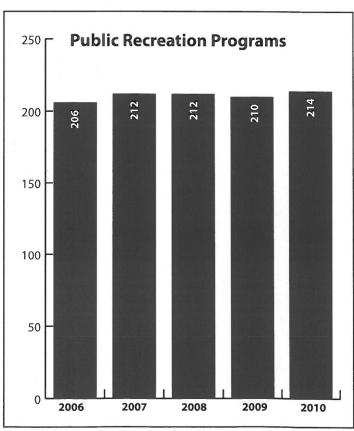


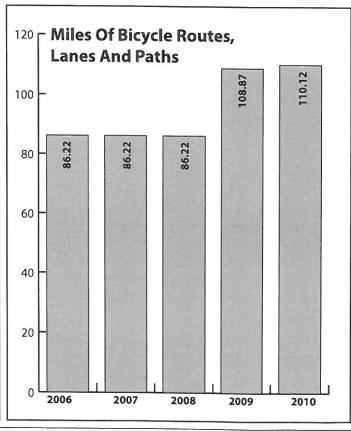




2011 Community Report Card • Norman, Oklahoma • Page 17 • Mobility and Transportation

| Recreation | and O | pen Spa | ces | | Jud Foster |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|
| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
| Population | 109,323 | 110,349 | 111,543 | 112,551 | 110,925 |
| Playgrounds per 1,000 population | .457 | .471 | .484 | .480 | .517 |
| Parks (Developed) | 61 | 61 | 61 | 61 | 61 |
| Acres of parks (Developed) | 909.66 | 909.66 | 909.66 | 909.66 | 909.66 |
| Acres of neighborhood parks | 2.63 | 2.60 | 2.57 | 2.55 | 2.59 |
| per 1,000 population | | | | | |
| Acres of community parks | 4.32 | 4.28 | 4.24 | 4.21 | 4.26 |
| per 1,000 population | | | | | |
| Acres of special use parks per | 3.33 | 3.30 | 3.26 | 3.24 | 3.28 |
| 1,000 population | | | | | |
| Public landscaped acres | 18.79 | 20.79 | 20.79 | 20.79 | 20.79 |
| Public recreation programs | 206 | 212 | 212 | 210 | 214 |
| offered per year | | | | | |
| Miles of bicycle routes, lanes | 86.22 | 86.22 | 86.22 | 108.87 | 110.12 |
| and paths | | | | | |
| Miles of walking trails | 12.83 | 12.83 | 12.83 | 13.48 | 13.48 |





2011 Community Report Card • Norman, Oklahoma • Page 18 • Recreation and Open Spaces

| Social Envir | onme | ent | | I | Catie Fitzgerald |
|---|---------------------------|---------------------|------------------|------------------|------------------|
| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
| TEEN PREGNANCY - Cleve | land County | | | | |
| Births to teens 17 and under Births to teens 18 and 19 CHILD ABUSE/NEGLECT - | N/A N/A Cleveland C | N/A N/A ounty | 70 173 | 61 168 | 51 170 |
| Total confirmed abuse/neglect Confirmed/victims/child abuse Conf./victims/child neglect | 393 N/A N/A | 316 N/A N/A | 309 37 222 | 203 | 240 |
| Confirmed/victims/both FOSTER CARE - Cleveland C | N/A County (June | N/A 2010) | 50 | 148 32 | 197 21 |
| Children in out-of-home care | N/A | N/A | 398 | 258 | 327 |
| Foster care homes CHILD CARE - Cleveland Co | N/A | N/A | N/A | N/A | 263 |
| Homes | 255 | 254 | 226 | 225 | 227 |
| Capacity in home care | N/A | N/A | N/A | N/A | 227 1,920 |
| Centers | 123 | 127 | 113 | 122 | 125 |
| Capacity in center care | N/A | N/A | N/A | N/A | 9,059 |
| 2-star facilities (Homes and centers) | 123 | 127 | 117 | 112 | 112 |
| 3-star facilities (Homes and centers) | 20 | 17 | 16 | 18 | 18 |
| ADMITTED PERSONS SER | VED - CLEV | ELAND COUNTY | | | |
| Community Mental Health Center | 1,766 | 2,150 | 2,512 | 2,689 | 2,738 |
| Hospital | 766 | 591 | 580 | 665 | 332 |
| Other | 190 | 227 | 272 | 267 | 297 |
| Residential care | 99 | 93 | 108 | 62 | 39 |
| Substance abuse | 929 | 929 | 948 | 1,002 | 824 |

Results Of The 2010 Point-in-Time Survey

Jan. 26, 2010

The number of homeless individuals and families living in Cleveland County in 2010 was 569, slightly less than the 617 reported in 2009.

- ✓ Of the total, 501 met the HUD definition of homeless:
- 469 were sheltered in emergency shelters (including domestic violence shelters) and transitional housing facilities;
- 32 were unsheltered. This includes individuals counted on the streets as well as participants of the chronic homeless outreach program;
- ✓ An additional 68 persons were counted in institutional settings not recognized by HUD for the Point-in-Time count, such as residential rehabilitation facilities, hospitals and jails;
- ✓ A total of 268 children were reported by the Norman Public Schools as homeless and are included in the number of HUD homeless above;
- ✓ There were several factors that can be attributed to the decrease in the reported number of homeless during this count. They are:
 - A severe ice storm had been forecast to begin the day

following this count. The count was lower than anticipated due to clients delaying entry to shelter or having been offered shelter by family or friends due to the weather forecast;

- Due to miscommunication with several reporting entities, counts were not received within the required timeframe;
- The number of schoolchildren reported is simply a raw number of children with no corresponding family information provided by NPS. Counts from shelters reporting school age children were amended to avoid duplication. Moore, Noble and Lexington Public Schools did not report.

Although the total number of homeless individuals reported during the Point-in-Time count in 2010 was reduced from the previous year, this does not mean the overall occurrence of homelessness is decreasing in Cleveland County. This is simply a snapshot of a single day and, as described above, numerous factors are in play as to whether an individual or family is accounted for on that day. Overall, service providers in Cleveland County are reporting a substantial increase of homelessness, as well as those who are precariously housed.

Social Environment - United Way

| Indicators | 2 0 0 6 | 2 0 0 7 | 2 0 0 8 | 2 0 0 9 | 2 0 1 0 |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|
| United Way Goal | \$2,100,000 | \$2,125,000 | \$2,100,000 | \$2,100,000 | \$1,950,000 |
| United Way actual funds raised | \$2,050,283 | \$2,115,934 | \$1,887,115 | \$1,913,361 | \$1,980,385 |

United Way of Norman

United Way staff, partners and volunteers:

- ✓ IDENTIFY challenges and solutions;
- ✓ COORDINATE resources;
- ✓ SUPPORT quality programs;
- ✓ IMPROVE lives.

United Way of Norman creates lasting changes in our community. By focusing on the building blocks we all need for a good life, we create opportunities for a better life for everyone.

We've recruited people and organizations with the passion, expertise and resources to get things done and set a plan in motion to make our community stronger.

What's raised in Norman stays here. Less than 1 percent of donations go to United Way Worldwide. Remaining

contributions are spread to 40 programs at 27 organizations. To see a list of these programs and what they do, go to www.unitedwaynorman.org.

The United Way also runs several community outreach programs and initiatives, such as:

- ✓ Success By 6 Norman;
- ✓ ABC School Supply Program;
- ✓ Teen Advisors of Norman & 4 REAL;
- United way Helpline Information and Referral.

United Way of Norman is committed to responsible stewardship of donations. Eighty-five cents of every dollar goes directly to those most in need. That's well below the Better Business Bureau standard of 35 percent or less.

United Way Goals

- ✓ Engage middle school students in positive out-of-school time activities, increasing success in high school and beyond;
- ✓ Improve long-term financial stability for lower income working families;
- ✓ Increase access to affordable preventive health care for low-income families;
- Support caregivers, seniors and persons with disabilities with services that allow them to stay in the home of their choice;
- Engage nonprofit agencies and volunteers as strong partners in achieving measurable results.

United Way Results

- Reduced duplication of holiday assistance programs through coordination and collaboration, allowing 160 extra families to be served;
- ✓ Saved individuals and families more than \$23,000 through the FamilyWize discount prescription drug program;
- Provided school supplies to almost 870 children so they could start school ready to learn;
- Partnered in establishing new program to close the gap in services to middle school students;
- Researched and identified middle school students as a priority, at-risk population;
- ✓ Held community dialogue with parents, educators and students to determine challenges and needs;
- Developed an out-of-school time model for middle school students.

Acknowledgments

On behalf of the entire Norman community, we offer our most sincere thanks to the following individuals for their synergistic contributions to this Community Report Card. We appreciate their knowledge of our community and their dedication and skill in providing a model for others to use in community problem solving.

For additional information, please call (405) 366-5404.

Thank you.

Community Report Card Committee

| Chair: Carol Coles | |
|----------------------|--|
| Catherine Bishop | University of Oklahoma |
| Kristin Collins | United Way of Norman |
| Katie Fitzgerald | Center for Children and Families, Inc. |
| Jud Foster | City of Norman Parks and Recreation |
| David Joplin | |
| Ken Komiske | City of Norman Utilities |
| Doug Myers | |
| Anne Masters | |
| Sgt. Jennifer Newell | |
| Paula Price | |
| Joe Siano | |
| Don Wood | .Norman Economic Development Coalition |

